

Instituto Superior de Ciências do Trabalho e da Empresa



# GIVE TO RECEIVE: PRIVATE FUNDING OF SCIENCE AND CORPORATE SOCIAL RESPONSIBILITY

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## Abstract

The thesis offers a general review about corporate social responsibility (CSR) and some related subjects like CSR strategies, relation with stakeholders, cause related marketing, social marketing, sponsorship and patronage. We then discuss funding for science and how the process to obtain it is structured, as well as a practical perspective of the funding process of a private science institution.

From the general public perspective, this thesis provides a preliminary study of the opinion that Portuguese people have about Science, scientists and science related events. We focus primarily on the Researcher's Night 08 event, on how the funding was obtained for it and the partnerships that were created in this context. We also explore ways to fund scientific research in Portugal in partnership with companies. We extend the research in detail to the Portuguese reality and analyze the results of the event from the perspective of the general public and partner companies involved. We also detail the CSR strategy of a Portuguese telecommunication company that participated in the event.

Finally, this research suggests about how to promote Science in companies as a good CSR strategy. We also study the role of information and openness inside these partnerships as a key for a successful strategy.

**Keywords:** CSR; Funding Strategies for Science; Sponsorship and Patronage; Science communication events

## Resumo

Esta tese tem por objectivo fazer uma revisão de conceitos relacionados com a responsabilidade social da empresa e explorar alguns temas ligados com o mesmo. Temos assim como conceitos próximos as estratégias de responsabilidade social, os stakeholders, o marketing social, patrocínio e mecenato. Também é estudado em detalhe, o processo e o modo de obter financiamento para a ciência, assim como um exemplo prático de uma instituição científica portuguesa, sobre este assunto.

Quanto à perspectiva do público em geral sobre este tema foi feito um estudo preliminar sobre a opinião dos mesmos quanto à ciência, cientistas e eventos relacionados com ciência. O presente estudo é baseado no evento “Noite dos Investigadores 2008” e demos importância ao modo como todo o financiamento para o mesmo foi obtido, e as parcerias com as empresas que foram estabelecidas para o sucesso do mesmo. O estudo deste caso foi alargado em detalhe com uma análise de resultados tanto ao público em geral presente no evento, como às empresas que estiveram envolvidas neste evento.

Finalmente, o estudo sugere como melhorar a presença da ciência nas estratégias de responsabilidade social das empresas. O papel da comunicação e de uma maior abertura entre ciência e empresas são vistos como estratégias de sucesso para futuras relações.

**Palavras – chave :** RSE; Estratégias de Financiamento para a Ciência; Patrocínio e Mecenato; comunicação de eventos científicos

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## List of Abbreviations

CSR	Corporate Social Responsibility
SME	Small and Medium Enterprises
APCL	Associação Portuguesa contra as Leucemias
CRM	Cause Related Marketing
SM	Social Marketing
R&D	Research and Development
GDP	Gross Domestic Product
IGC	Instituto Gulbenkian de Ciência
NGO's	Non – governmental organization
EMBO	European Molecular Biology Organization
FCT	Portuguese Foundation for Science and Tecnology
FP	Framework Programme
FCG	Calouste Gulbenkian Foundation
PT	Portugal Telecom
EC	European Commission
RN	Researchers' Night
FLAD	Luso-American Development Foundation

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## Chapter 1 – Introduction

### 1.1 CSR Problem Statement

Corporate social responsibility (CSR), also known as corporate responsibility, corporate accountability, corporate ethics, corporate citizenship or stewardship, responsible entrepreneurship and “triple bottom line”. (Honen & Potts 2007). The triple bottom line is the development of business practices and processes in three areas: economic, environmental and social.

A definition appears by Lord Holme and Richard Watts stating that “*CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large*”( Baker, 2008)

During the past years, CSR has been developed and implemented in most companies having a vital role not only in big but also in small and medium enterprises (SME). The majority of the companies are now developing ways to explore this new marketing scheme.

Nowadays CSR is becoming a marketing strategy more widespread as a factor of differentiation and awareness for consumers, mainly due to the lack of product differentiation and the tendency of people to choose the company that provides a better relationship with the customers and other stakeholders. The companies that embrace CSR can obtain competitive advantage over the other competitors, such as good public image, good image among employees, good profits and return of the investment, which is important for supporting events not directly related with core business.

In a time when governments are reducing their spending, the private sector has been playing an important role by supporting sectors as culture, arts, science, sport, health, among others through a wide range of funding types as donations, sponsorships, patronage and cause related marketing (SMART Company, 2005).

Nevertheless CSR practice has also been a subject to debate and criticism considering that there is a strong business interest in this practice.

## 1.2 Science and Business

The use of private funds to support scientific research is not something new in the history of Science. Wealthy patrons have always been supporting scientific progress around the world by patronage. The United States and some European countries have already a strong component of

private funding for scientific research mainly due to their culture of philanthropy and fundraising in society.

In countries such as Portugal, scientific research is still highly dependent on governmental funding and private funding is still very low. Nevertheless, with the recognition of the impact of science in the development of new technologies and in everyday life of all, efforts have been made to obtain additional private funding from business and other sectors of society. Science and scientific research is therefore also becoming part of CSR strategy of companies, contributing to both company image and quality of scientific research.

## 1.3 Aim of the study

This work aims to study and understanding, relationships between a Portuguese scientific institute, the business sector, and the public in general and to further discuss how to improve these relationships.

The Institute Gulbenkian de Ciência (IGC) is an important biomedical research institute in Portugal that has recently begun to develop a fundraising strategy involving the scientific community, the private sector and the general public.

The practical part of this thesis is based on the analysis of one of the outreach initiatives that IGC developed during 2008, the European Researchers` Night in Portugal. This event is promoted by the European Commission since 2005 with the aim of increase the boundaries between Science and Society.

Due to the nature of the event, this was a good opportunity to analyze in parallel topics such as science communication, public awareness of scientists, fundraising and even CSR.

At the global scale, this event was designed to give the possibility to the general public of all ages to get actively involved with scientists, in different types of activities, which were

designed to raise the researchers' public recognition and increasing the knowledge of the general public about science. This interaction helps to bridge the world of science to the world of non-scientists or even scientists in the making.

The funding for each location where the event took place didn't come solely from the Marie Curie Fellowship given by the European Commission; several partnerships were established with companies of different sizes and relevance on the Portuguese market. Because the support was not only monetary, these partnerships contributed to the success of the activities in many ways (e.g. by providing free food and beverages for the visitors or promoting the event in local media).

During the event a fund was raised with individual donations of participants in the event and with the fundraising initiative "the walk for science" This fund was donated at the end of the event to the Portuguese association against leukemia ("Associação Portuguesa Contra as Leucemias" or APCL for short). The degree of success of the partnerships between companies and the organizers of the Lisbon branch of this science promoting event will be thoroughly analyzed during this thesis and suggestions for improvements will also be later discussed.

This event is a proof that the partnership between business leaders and scientific institutes can provide the world with a degree of social wellbeing that was impossible to achieve otherwise.

## Chapter 2 - Literature Review

This chapter is divided in two main sections. The first section discusses the concept of Corporate Social Responsibility and related subjects. In the second section, we focus on the Science funding perspective as a way to provide a comprehensive background to its potential relation with the private sector. We complemented this section with a detailed practical example of the funding process behind the IGC, a renowned Portuguese research institute.

### 2.1 Corporate Social Responsibility

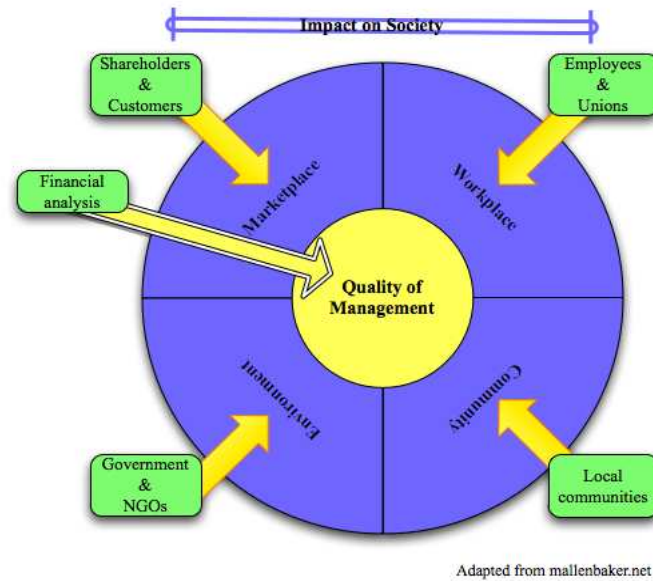
#### 2.1.1 Concept/ Definition

A different definition from the one present in the introduction is described in the book, *Corporate Social Responsibility* (Kotler & Lee 2004: 3) that says that corporate social responsibility is "*a commitment to improve community well-being through discretionary business practices and contributions of corporate resources.*"

The benefits that a company could earn by using this strategy are mainly: improve brand image and client trust, motivate and attract employees, attract investors and differentiate over competitors.

When companies apply CSR, they can take on three strategies (May et al., 2007):

- Proactive – they are stimulated to have CSR projects because of the company culture and principles;
- Accommodative – the company “*tends to follow existing guidelines and regulations to fulfill minimum CSR criteria. They also may consider feedback from important stakeholders and attempt to meet the CSR expectations of these groups*”;
- Reactive - the company “*tends to react to events and conduct CSR activities on an ad hoc basis. We also found that, although evaluation is critical to all organizational activities, it is conducted minimally as far as CSR is concerned*”.



**Figure 1 – The Business in Society: What is CSR?**

As we can see in figure 1, companies should take into account two aspects of their operations: the quality of management (people and processes) and the impact on society in the different areas (marketplace, workplace, community, and environment). Beyond this, we still have the outside stakeholders (represented in green color in the figure) that are interested in observing what the company does (*Baker, 2008*).

A business has a normal function with “a multitude of relationships with customers, employees, suppliers, communities, investors and others – in other words, stakeholders” (*Honen & Potts 2007*).

### 2.1.2 Stakeholders and corporate public image

In earlier times the traditional view of the companies was to achieve profits for their owners, but actually the companies begin to see that is also important to show and address their needs to all the stakeholders that are involved with the companies. Therefore, there was a need to change this traditional view, leaving to the appearance of the stakeholder theory.

The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization (*Phillips, 2003*).

This theory has its focus on two main questions – what is the purpose of the firm and what responsibility does management have to stakeholders – these questions offer a response of how managers should articulate “the shared sense of the value they create, and what brings its core stakeholders together” and also a response to “what kinds of relationships they want and need to create with their stakeholders to deliver on their purpose”, as defined by some authors (Freeman et al., 2004).

Stakeholder theory was first developed in 1984 in Strategic Management where the author stated that –“the stakeholder approach is about groups and individuals who can affect the organization, and is about managerial behavior taken in response to those groups and individuals”. (Freeman 1984)

In this way, we can say that stakeholders are a vast group of people that affect all the company’s actions but can also be affected by the practices that the company follows in day-to-day operations.

This theory is becoming more popular, as it becomes clear that decisions taken by the companies can interfere positive or negatively in the society that surrounds them.

Other authors have a different view about the stakeholders theory (Thomas Donaldson & Lee E. Preston, 1995). To them, this theory is related in three central hypotheses:

- Descriptive-means that “*the theory is used to describe and sometimes to explain, specific corporate characteristics and behaviours*” (p. 70);
- Instrumental-means that “*the theory is used to identify connections, or lack of connections, between stakeholder management and the achievement of traditional corporate objectives*”(p.71);
- Normative-means that “*the theory is used to interpret the function of the corporation, including the identification of moral or philosophical guidelines for the operation and management of corporations*”(p. 71).

Freeman illustrated the importance of stakeholders in corporate strategic planning, because a better and constructive relationship with the stakeholders could give positive financial implications for the company.

### 2.1.3 CSR communication strategies

Communication is an important tool for the companies in the process of engaging internal and external community to support CSR strategies.

Some researchers recommended the need to increasing the long term relation more than only obtain direct profit (Morsing & Schultz 2006). These authors presented three types of strategies to CSR communication, changing the conventional monologue to an interactive stakeholder relationship. These strategies are: the stakeholder information strategy, the stakeholder response strategy and the stakeholder involvement strategy. On the table below is a synthesis about the three strategies that were defended by Mette Morsing based on different approaches for external stakeholders.

**Table 1: Synthesis the three CSR communication strategies that were defended by Mette Morsing based on different approaches for external stakeholders**

	<b>Information strategy</b>	<b>Response strategy</b>	<b>Involvement strategy</b>
<b>Communication Ideal</b> (previous study by Grunig and Hunt,1984)	Public information, one way communication	Two way asymmetric communication	Two way symmetric communication
<b>Communication Ideal</b> Sense making and sense giving	Sense giving	Sense making ↓ Sense giving	Sense making ↕ Sense giving
<b>Stakeholders</b>	Request more information on corporate CSR efforts	Must be reassured that the company is ethical and socially responsible	Co-construct corporate CSR efforts
<b>Stakeholder role</b>	Support or oppose	Respond to corporate actions	Involved, participate and suggest corporate actions.
<b>Decision of CSR focus</b>	Top management	Top management agreed with feedbacks, dialogue, networks and partnerships.	Discussed in interaction
<b>Strategic communication to stakeholders</b>	Inform about corporate CSR actions and decisions.	Show how the company integrates their concerns.	Invite and establish frequent dialogue



<b>Corporate communication department's task</b>	Design appealing concept message	Identify important stakeholders	Build relationships
<b>Third-party endorsement of CSR initiatives</b>	Unnecessary	Integrated element of surveys, rankings and opinion polls	Stakeholders are themselves involved in corporate CSR messages

It is extremely important for a success CSR strategy that managers can give value for the stakeholders because a better stakeholder involvement provides an excellent image of what are the main expectations and what they want particularly. An important solution for a superior involvement with stakeholders is to always keep in contact with them, even if just to share information.

An approach to stakeholder relationships proposed by *Sillanpaa & Wheeler (1997)* claims that stakeholders are divided in primary and secondary. Primary group or core stakeholder group has a direct participation and contributes for company's success (owners, employees, customers and suppliers), while secondary group has influence over company but it is more a representational involvement as in getting credibility for the company and supporting its daily actions( NGOs activities, communities, governments and competitors). Figure 2 illustrates this division of stakeholders groups.

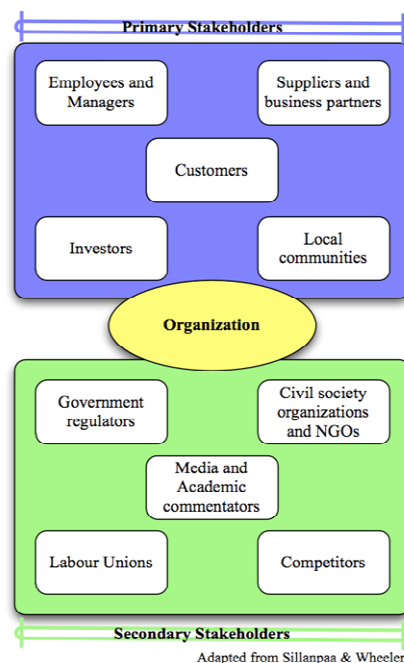


Figure 2 – Typical division of stakeholders

From the figure 2, it can be seen that there is a distinction between the primary stakeholders that control the business results and the secondary ones that only have indirect involvement and whose main role is to make suggestions for improvements

#### 2.1.4 The importance of CSR

According to a previous study, there are four main justifications for the use of CSR (*Porter & Kramer 2006*):

- Moral obligation, describes the companies duty to have an active role in society;
- Sustainability, suggests that company management should be concerned, not only with short-term goals, but also to provide an image of social and environmental responsibility in the long run;
- The “license to operate” approach is especially prevalent in companies that require an external authorization to operate. In this situation it is viewed as a positive thing to reattribute by supporting causes that matters to their stakeholders;
- Reputation, to emphasize that using CSR initiatives contribute to the company’s image, brand, morale and add value.

The same authors also refer that, sometimes, some problems arise due to lack of connection between the philanthropic activities and the company’s strategy:

- Internally, there isn’t connection between CSR strategies and “operating units”;
- Externally, “the company’s social impact becomes diffused among numerous unrelated efforts, each responding to a different stakeholder group or corporate pressure point”.

#### 2.1.5 Social Aspects of CSR in the society

Research by *Porter & Kramer (2006)* identifies the importance of interrelationship between society and a company and how is more and more essential the link between them. In this way it is extremely important that the options are going to benefit both and for this reason it is necessary to take special care with the next points.

1. Recognize the points of intersection – the following aspects can be opportunities for CSR initiatives:
  - Company’s value chain: all the activities that the company realizes can socially interfere positively or negatively;
  - Competitive context: this point can be separated in four parts such as - Quantity and quality of available business inputs; Rules and incentives that govern competition; Size and sophistication of local demand; Local availability of supporting industries.
  
2. Choosing which social issues to address – the company should choose between the three main categories of social issues according to its business, so that it can create shared value.
  - Generic social issues: “important to society but not affected by the company’s operations nor influence company’s long term competitiveness”;
  - Value chain operations: “affected by the company’s activities”;
  - Social dimensions of competitive context: “external environment that affect the drivers of competitiveness where company operates”.
  
3. Creating a corporate social agenda – the more closely a social issue is to the company’s business, the greater the opportunity to leverage the firm’s resources and capabilities, and benefit society.
  - Responsive CSR: “acting as a good corporate citizen” where through company plans it can produce goodwill for them and develop relations with local institutions and also to predict and minimize the negative impact resulting from the company’s activity;
  - Strategic CSR: the company should choose an exclusive position regarding the competitors. It involves both inside – out and outside – in dimensions working together.
  
4. Integrating inside–out and outside-in practices - nowadays it is important to put together the company and society, for this the company must classify the positive

and negative social impacts of the value chain and considerate the social dimension of the competitive context.

5. Creating a social dimension to the value proposition – it is important for a company to construct the value proposition, adding a social impact to its strategy.

Integrating business and social needs require adjustments in organization, reporting relationships and incentives.

In corporate social responsibility it is important to choose which social issues to focus. Organizations that make the right choices and build focused, proactive and integrated social initiatives with their core strategies can more effectively stand out against competition and contribute to a better society. Some companies have a section in their annual reports, informing about their CSR activities or they develop separate CSR reports. Some companies support their sustainable development, using four themes such as: (*Idowu & Filho, 2008*)

- Community Investment: the company affirms that it has a responsibility to make good things for its community and describes in its report some of the actions that it made for the community;
- Marketplace: the company has a “policy to invest ethically (green investments) and in other markets – related actions”;
- Workplace: the company guarantees a construction of a working environment where personal and employment rights are maintained and also that it is protected equal opportunities for employees;
- Environment: the company guarantees that it makes all the activities with interest for the environment via recycled products, saving energy and also doesn't pollute the Earth.

Corporate Social Responsibility initiatives can be targeted to one of these four main themes or have more widespread targets, aiming at several social issues at once.

### 2.1.6 Corporate Social Responsibility and Marketing – Cause Related Marketing (CRM) and Social Marketing (SM)

Nowadays, the companies are more interested in increasing their status and trust of all the people that are involved with them. In this way, CSR has assumed an important role and is considered as a technique to demonstrate credibility and transparency into every business activities. One way of the companies has to support CSR activities is through CRM activities because with this strategy they can demonstrate their concern with social issues. (Baghi et al., 2009)

CRM is a company marketing strategy possibility. Main objective is to connect marketing (product, service, brand or company) and sales goals with a social cause for promotion and mutual benefit. Marketing objectives of CRM programmes are aimed to build corporate, brand and product awareness, increase sales, income and image, develop trial and repeat purchases, promote a new product and differentiation, and add value (Benjamin & Stoler, p.12). This practice involves associating a business with a cause.

As Sue Adkins, international expert on CRM said “*CRM adds another dimension. It provides the emotional as well as the rational engagement of the consumer with the brand. It provides a tangible demonstration of the company’s corporate social responsibility, its values and its ethics*”

More and more the presence of CRM in the companies is growing. CRM works as a social expression, conjugating the enterprise goals and social problems.

A Portuguese example was the campaign “Swatch Mundo Perfeito”. It’s objective was to build a center for children and young people. For this, Swatch launched a watch where part of the price was donated for the construction of the center.

The notion of CRM appeared in 1983 in the famous American Express campaign that aimed to raise money for the restoration of the Statue of Liberty, the *ex-libris* of NYC. This enterprise gave a one-cent contribution to the Statue of Liberty fund, each time someone utilized one of their cards. With this idea, they obtained a growing number of new card holders and also increased card usage.

([http://foundationcenter.org/getstarted/faqs/html/cause\\_marketing.html](http://foundationcenter.org/getstarted/faqs/html/cause_marketing.html))

In SM, the main difference to CRM is that not associated with a company and the principal objective is to help society in a specific social problem, excluding promotion of a business. The authors (Kotler et al. 2002) define social marketing as “the use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behaviour for the benefit of individuals, groups, or society as a whole”.

The same authors described some differences and similarities between social marketing and commercial marketing (Kotler et al. 2002). Although they are both marketing techniques, the goals and the way to reach the public are entirely different.

**Table 2 – Differences between commercial and social marketing**

	<i>Commercial</i>	<i>Social</i>
<b>Product</b>	Sell goods and service	Promote behaviour change
<b>Primary objective</b>	Financial gain	Improve society and public image
<b>Segments</b>	Biggest volume of sales	Reach a social problem
<b>Competition</b>	Similar goods or services	Current or preferred behaviour of the target market

We can also look at the similarities between the two approaches.

**Table 3 – Similarities between commercial and social marketing**

	<i>Both</i>
<b>Customer orientation</b>	Offer has to appeal
<b>Exchange theory</b>	Benefits vs. Costs
<b>Marketing research</b>	Know the needs, desires to build strategies
<b>Segmentation</b>	Strategies in accordance with market segments
<b>4P's ( Price, Place, Promotion and Product)</b>	Integrate the 4P's for a good strategy
<b>Results</b>	Measured for improvements

Over the marketing approach there are also another four approaches to persuade the public behaviour, such as technology (automatic seat belts), economic force and incentives (taxes

on cigarette), “law making” (seats for children in cars) and education (information about the spread of certain types of disease with the principal aim of promotion).

## 2.2 Funding Science

In modern society, Science represents evolution, change, hope for humanity including cure for diseases yet to come. All this progress comes at a cost. Research institutes often struggle to find enough funding to ensure the success of projects within, that will eventually provide the basis for further progress. We found that, although companies generally try to contribute to the public well being to boost their image, they often disregard Science as a good candidate for their initiatives.

Therefore, this collaboration has still a lot of unexplored potential in Portugal. In this section, we will focus on the different ways to fund Science.

### 2.2.1 Public and Private Funding of Science

Science funding can be obtained through two major sources: the private and public sectors. Regarding the public sector, governments provide funds for science and scientific projects through fellowships and other types of funding programmes. For example, at European level, the European Commission has been developing a funding scheme for science known as FP. The Portuguese Government support science at national and international level through the Portuguese foundation, “Fundação para Ciência e Tecnologia”(FCT).

It is essential to make a distinction between funding and fundraising. Funding is essentially to provide the means (cash or non cash funding) to realize some activities and projects in institutions, while fundraising is the way how the institutions or other non monetary ask for contributions for their projects.

Private funding has a strong impact for scientific development in countries such as the United States and the United Kingdom. Different strategies can be developed to raise private funds for scientific research. A definition of Fundraising is given by *Norton( 2007, p.10)*: “selling people the idea that something can be done, and then creating a partnership /

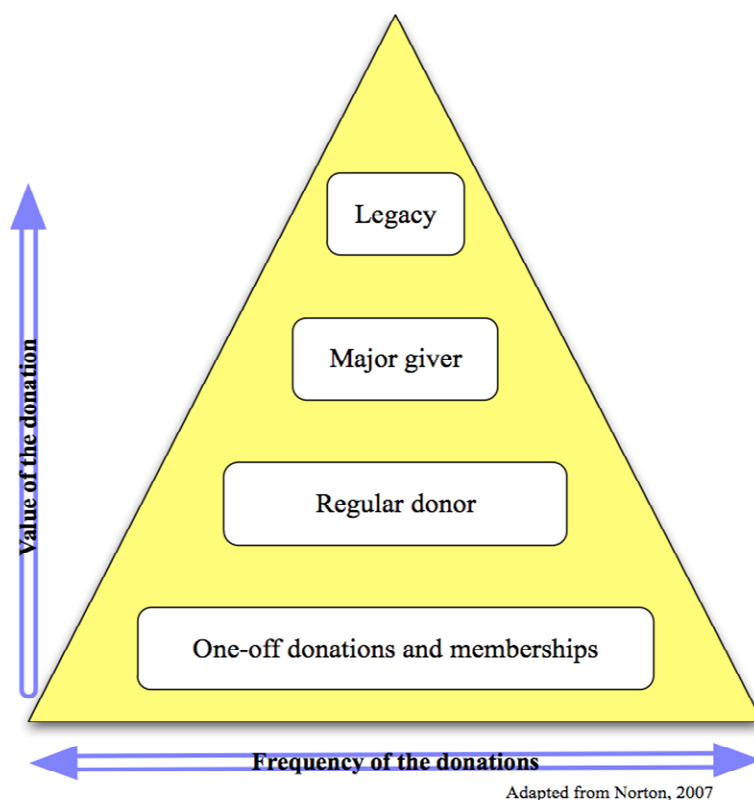
*relationship in which they [the donor] provide the means and you [the activist] do all the work to make things happen”.*

The main objective of science events is to arrange funds for science and to bring science closer to the general public, in a way to promote science and improve public recognition of the scientist’s role in society and motivate young people to take scientific careers.

Private money for science can be obtained through trusts, companies or individuals by using different funding schemes (Norton, 2007):

- One-off donation where people give by direct contact or just because they desire to help;
- Regular donation where people or enterprises give cash every month or year;
- Membership that works as an annual contribution or fee for one certain organization;
- Major gift that means a huge sponsorship normally given by enterprises;
- Legacies and memorials.

There is an inverse correlation between the value of the donation and the frequency of the donations of that type. This relation is schematized on figure 3.



**Figure 3 – Different ways of individual giving support**

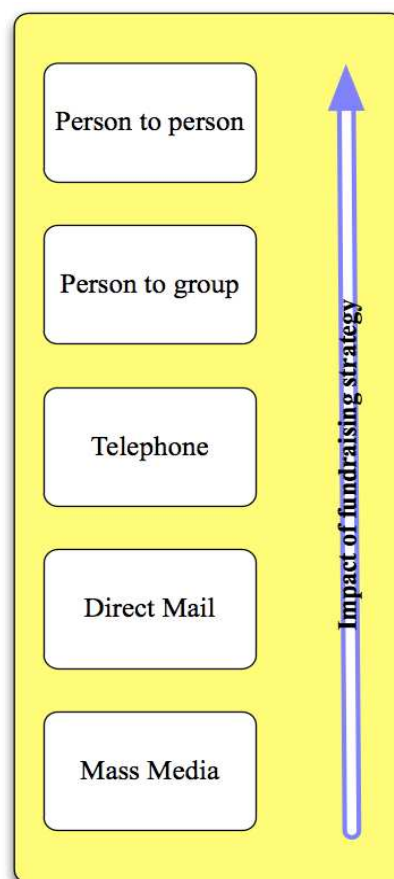


Others forms of giving for both organizations and individuals consist in non-monetary support such as volunteer work, making a give in kind, donating objects or helping raising money.

Fundraising events and merchandising are other strategies that can be used by scientific organisations. Fundraising events such as sport, music and art events are excellent opportunities to both raise money for a cause and at the same time to increase the visibility and notoriety of the cause that is being sponsored at the event.

A strong dialogue between scientific community and the public in general is essential for the effectiveness of a fundraising programme.

The fundraising effectiveness could be divided as the figure below show. (*Burcham, 2008*)



Adapted from Timothy Burcham

**Figure 4 – A ranking of fundraising means according to effective impact**

Preparing a fundraising program requires a sequential process that involves:

- Strategic plan and strategic needs analysis - essential need (determines the plan and fundraising aims) and compelling a case for support (define competencies and strengths, develop a marketing statement for the institution);
- Feasibility study – inspired and influential leadership and prospects to meet the goal, this is, give a marketing perspective program in which donors could be interested;
- Major gifts campaign – complete plan of action in which it is described the schedule to take out strategies and with specific fundraising goals and also, it's important the work of the senior development officer in giving motivation and coordination of volunteers.

The donors generally like to have impact, social recognition, involvement in the project, have access to a financial report and to be thanked for their contribution. The institutions have to be cautious, as it is important not promote unrealistic expectations. On the other hand the institution expects from the donors things such as: financial support, time, networking opportunities, longtime engagement and involvement on boards.

### **2.2.2 The two different methods of communication in private support of science – Sponsorship and Patronage**

The companies have today a bigger involvement in social issues through sponsorship and patronage. (<http://www.eurexport.com/anglais/apptheo/marketing/comm/comrelapubliquea.htm>).

Sponsorship is a way that a companies use to communicate, for that purpose, there is a contract which gives different types of support that can range from help for an event, to help other organizations, a persons with promotion as the main objective. The company expects to improve the image for its brands, products or services, with this kind of plan.

Patronage is other method that a company has to give financial support to an institution that wants to do better for the society. Patronage differs from the sponsorship not only in the objectives, but also in the expected outcome of its actions as the company doesn't expect a direct return.

On the table below, table 4, we will summarize the major differences between sponsorship and patronage (Reis, 2003). Nowadays, it isn't easy to make a division between these two concepts; the main difference is in tax.

**Table 4 – The differences between sponsorship and patronage – Adapted from Ana Reis, 2003**

	<b>Sponsorship</b>	<b>Patronage</b>
<b>Incentive</b>	Commercial	Social or Personal
<b>Objectives</b>	Notoriety, brand image, relation with the society	Social participation
<b>Expected benefit</b>	Commercial ( Brand or corporate investment)	Social ( Society investment)
<b>Exploration in communication</b>	Yes	No
<b>Continuity</b>	Fundamental	Desirable
<b>Inter – Relations</b>	With the others corporate communication “tools”	With the program of social responsibility

### 2.2.3 Funding science in Portugal

In Portugal, despite of the weak but steady improvement in science funding, Research and Development (R&D) intensity has substantially grown in the last few years and therefore Portugal is becoming a more attractive country to do research.

In a statistic document for the year 2007( Table 5) carried out by Technology and Higher Education department from the Ministry of Science, the following conclusions were presented:

- The total expense in Research and Development (R&D) had an increase, representing about 1,2% of the country's Gross Domestic Product (GDP), the highest value ever reached, while in 2005 was only 0,81%. This variation expresses the progress made on research in Portugal;
- The total expense in R&D by the enterprise sector exceeded the institutional sector (government, higher education, and private non-profit sectors).This increase reflects

the importance that have been given by the private sector to scientific progress in Portugal and also due to the tax benefits and other incentives for businesses that financially support scientific research;

- The number of enterprises supporting R&D had an increase from 930 to 1500 between 2005 and 2007;
- In the same period, the number of researchers increased from 3,8‰ to 5‰.

**Table 5 – Portuguese R&D percentages according the Enterprise Sector (Private) and Institutions Sectors (Public)**

	1982	1984	1986	1988	1990	1992	1995	1997	1999	2001	2003	2005	2007p
Enterprise Sector	0.09	0.09	0.09	0.09	0.13	0.13	0.11	0.13	0.16	0.26	0.24	0.31	0.61
Institutions Sectors	0.19	0.23	0.26	0.29	0.36	0.45	0.43	0.46	0.55	0.55	0.49	0.50	0.57
Total	<b>0.28</b>	<b>0.32</b>	<b>0.36</b>	<b>0.39</b>	<b>0.48</b>	<b>0.58</b>	<b>0.54</b>	<b>0.59</b>	<b>0.71</b>	<b>0.80</b>	<b>0.74</b>	<b>0.81</b>	<b>1.18</b>

Nevertheless, besides these promising results, science funding in Portugal, is still very immature when compared with other countries and is still highly dependent on public investments.

According with Sofia Rodrigues and colleagues, some examples of philanthropy in Portugal are: (Rodrigues et al. 2007)

- The Calouste Gulbenkian Foundation, created through a legacy left by the known Armenian businessman Calouste Sarkis Gulbenkian;
- The Sommer-Champalimaud Foundation was also created through a €400 million legacy left by António Champalimaud with the aim of develop Neurosciences and Cancer biomedical research;
- The Bial Foundation, created by the homonymous Portuguese pharmaceutical company, encourages the scientific research in health area through research fellowships, attribution of scientific prizes;
- Associação Portuguesa Contra a Leucemia, non-profit organization that was created to support leukaemia patients. They develop a series of fundraising initiatives like

fundraising concerts, sport events. It also has a fellowship program to support biomedical research;

- Associação Viver a Ciência is another non-profit Portuguese association whose central objectives are to promote Portuguese scientific investigation and raise private funds for science.

### **2.2.3.1 Portuguese law of scientific sponsorship(“Lei do Mecenato Científico”)**

The law of scientific sponsorship was created in Portugal with the Law No.258/86, 28 August 1986, ten years later than in the Europe and the statute of “Scientific Patronage” was approved by the Law No. 26/2004, of 8<sup>th</sup> July.

This law provides tax benefits for science-related donation by both private organizations and individuals.

This idea emerged from the Lisbon Strategy where the main objective is to increase productivity and the economy and also because in this meeting was defined that until 2010 its necessary to increase the support for scientific activities to 3% of the GDP, being 1% provided by public funds and 2% to be provided by the private sector.

It was also highlighted the importance of science in society and recognized that private investment in scientific research needs to increase.

### **2.2.4. Science Funding at Instituto Gulbenkian de Ciência**

The Portuguese Instituto Gulbenkian de Ciência (IGC) was founded in 1961 by Fundação Calouste Gulbenkian (FCG) and it is nowadays an important internationally recognized biomedical research institute.

In this section we will elaborate on how this institute gets funding needed for its activities.

In the scientific community, the tenure of researchers in an organization is dependent on the aptitude to successfully raise research funds. Group leaders in the IGC dedicate huge amount of time looking for financial support for their research activities including their own salary and those of their staff.

IGC has several means to receive money and these depend on where these funds will be applied. The source can be public money, private money or the Calouste Gulbenkian Foundation itself. IGC funding is schematically summarized in figure 5.

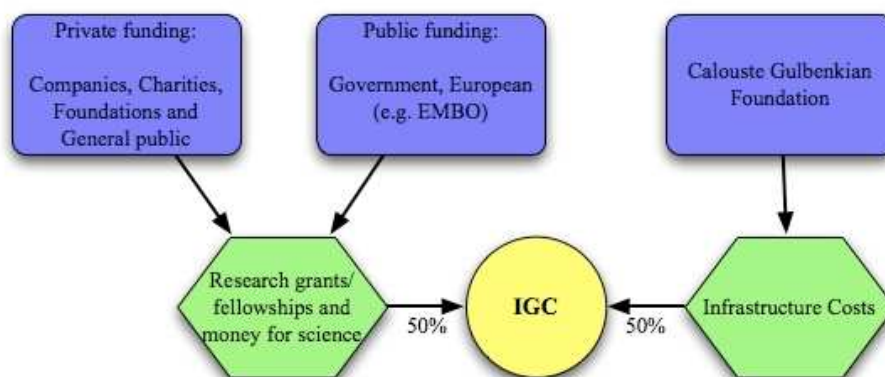


Figure 5 – Funding scheme of IGC

There are three states to get “direct” funding from public or private grants this is, money for specific scientific projects. The first phase is looking for funding opportunities, the second phase is applying for a funding and the final phase is getting through the selection process.

Considering the phases to obtain public or private grants, we have:

1. Looking for a grant (search) – where the grant administration place on the internet website, information about grants in competition. After this, IGC hold internal meetings to further spread grant information. The Institute also gives advice and helps the staff trying to find a science funding;
2. Applying for a grant (ask) – prepare grant proposals in subjects as administrative forms, scientific proposal and budget and have attention with the deadline;
3. Getting the funding (spend) – negotiate/talk with granting agencies, manage the contract and obtain signatures. After this, the procedure is the implementation of scientific project, the reporting and finally the closing of the project.

The annual budget for the IGC is around 10 million euros. As shown in Figure 5, IGC financial funds come from different sources. Since the beginning of IGC, the Calouste Gulbenkian Foundation have been supporting IGC by providing funds for infrastructures,

most of the IGC non-scientific staff (administrative and maintenance staff) and few researchers from IGC. Funds for salaries for the vast majority of the IGC scientific staff come from the FCT and from other International public organizations. Nevertheless, IGC has already few examples of fellowships for IGC scientific staff supported by private organizations (eg. OptimusAlive-IGC fellowships for young scientists sponsored by “Everything is new, Lda”).

The Instituto Gulbenkian de Ciencia has recently begun to develop fundraising initiatives that involve the scientific community, the private sector and the general public. This project aims to establish alternative means of financial resources for research in Portugal and to contribute to a closer interaction between research centres and the Portuguese society. Fundraising events (e.g. Presence of IGC at the music and art event OptimusAlive!Oeiras08 and organization of the European Researchers Night in Portugal), in partnerships with companies and merchandising are part of the strategy that have been developed at IGC to increase private funding of science.

**Table 6 - Brief scheme of Private Funding in 2008, excluding grants or fellowships**

<i>Company (Partners and Sponsors)</i>	<i>Type of donation</i>
Champalimaud Foundation, Siemens, PT Foundation and FLAD for PhD’s Programs.	Payment of neuroscience PhD program, payment of part PhD program, payment of the institute’s Internet connection during 7 years.
Adidas, Bar Majong, Bio-Rad, Clarke-Modet, Cooking Lab, Diário de Notícias, Delta Cafés, Everything is New, Portugal Telecom, Público, Roche, Sapo, Sportis, Unicer, Frida and Biosphere.	Financial or in kind support to scientific research, education and science communication and outreach activities at IGC.

For IGC is vital to inform the public in a way understandable to them, the importance and potential of Science in the society and also its limitations.

The main objective is to bring science closer to the general public. For this, science communicators have to direct their efforts to target the population or a particular sub-group that they want to reach. It’s necessary, for more efficiency, not only to inform people but also to use other strategic marketing tactics, such as special event, open lab days for schools and general public. In 2008, IGC did some projects as a way to increase the interactions

between science and media, students, companies, general public and policy makers. The table 7 summarizes the diverse 2008 initiatives of IGC.

**Table 7 – Some projects of IGC**

<b>Initiatives</b>	<b>Aim</b>
Media Relations	Open to media enquiries, such as interviews, major broadsheets, national television and radio.
School visits to the IGC and schools outreach	Motivate young people a scientific career.
Summer students	Give them opportunity to experience the life in the lab.
Institutional visits	An overview of the work made in IGC.
Institutional communication – launching of the IGC newsletter	A mean of internal and external communication

Other initiatives have been taken for give knowledge of science and to get fund grants but through “indirect” processes, such as science fundraising events and some science merchandising are now appearing in the institute as a science calendar for 2009 year, five different mugs with scientific images and Pins.

As a way to have alternative means of financial resources and to a closer communication involving Research Centres and Portuguese Society, the IGC has recently started to develop fundraising initiatives that involve all the community. In table 8 is presented some initiatives that were taken by IGC.



**Table 8 – Fundraising Events of IGC**

<i>Fundraising Events 2008</i>	<i>Profit</i>
Lisbon Mini and Half marathons	Personalized t-shirts for IGC by a sport company “Adidas”.
IGC Calendar for 2009	A partnership between IGC and a portuguese newspaper “Público”, to advertise and distribute the calendar with the newspaper.
Optimus Alive	A pavilion in the event and two research fellowships each one with a value of 15.000€ to research biodiversity.
Walk for science at Researchers’ Night	One research fellowship with a value of 4000 € was given to APCL.
Science Winter Party at Majong Bar in Lisbon	To raise funds for a PhD meeting.

Private companies or the public sector give money to invest in ideas that contribute to the general public interest, that will result usually in the creation of research fellowships.

### 2.3. Private funding of Science and CSR

Companies support science because they directly need scientific knowledge or alternatively because they choose Science as a target for their CSR program. Efforts have been done to increase interaction between the business sector and the scientific community. Scientific progress is essential for economy growth and therefore is becoming a topic of discussion in the business sector as well. Mainly in the United States and United Kingdom, Science is already part of most CSR programs from both scientific-related and non-scientific companies. In Portugal, although private funds for scientific research are still below, there are already some examples of companies that have include science in their CSR strategies (e.g. L’Oreal, PT, Bial, Everything is new).

## Chapter 3 - Research Methodology

### 3.1 Practical Case Introduction

The main objectives of this study were to develop strategies to increase private funding of science by both individuals and the business sector, to better evaluate Portuguese society's opinion about science and scientists, to analyze different alternatives that companies have been using to support science in Portugal and finally to evaluate the reasons why companies have started to include science at their CSR strategies.

As described in chapter 1.3 the practical part of this work was focused on the Researcher's Night 2008, a 7 month project, proposed by the European Commission inside the FP7 European Framework.

Researcher's Night 2008 was an initiative of the European Commission Framework Programme 7, under the People program (FP7-People - <http://ec.europa.eu/research/researchersineurope/> ). Its aim was to bring scientists and the public together, and took place simultaneously in several European countries, on the 26th of September 2008. In Portugal it was organised and carried out by a consortium of three institutions: the Instituto Gulbenkian de Ciência ([www.igc.gulbenkian.pt](http://www.igc.gulbenkian.pt)), the University of Oporto ([www.up.pt](http://www.up.pt)) and Inova+ ([www.inovamais.pt](http://www.inovamais.pt)). Their respective roles are summarized on table 9.

**Table 9 – Entities organizing the event**

Name of partner	Acronym	Role
Inovamais – SME	Inova+	Coordinator
Oporto University	UPIN	Partner - Responsible for the activities carried out in Oporto
Calouste Gulbenkian Foundation – Gulbenkian Institute for Science	FCG – IGC	Partner - Responsible for the activities carried out in Lisbon

In Lisbon, all events and activities took place in the Cultural Centre of Belém, and included:

- A fundraising activity “Walk for Science”;
- “Speed-dating” with scientists;
- Science-art exhibits;
- Hands-on experiments;
- A ‘Scientist’s Bands stage;
- Interactive science in the Champimóvel.

In Oporto, the activities took place at the promenade of Matosinhos and at the Centro de Astrofísica of Porto University for:

- Exhibitions and workshops;
- Starlab – the portable planetarium;
- Speed-dating with scientists;
- Exhibitions;
- Hands-on experiments.

The complete project had a seven month duration with different working parts:

- Preparation of the event- From 1<sup>st</sup> of April 2008 until the 25<sup>th</sup> of September 2008;
- The day of the event-26<sup>th</sup> of September 2008;
- Impact of the project – 27<sup>th</sup> of September until 31<sup>st</sup> of October.

The European Commission funded the Portuguese edition of Researchers Night 2008 with a total budget of 120 thousand euros distributed by the 3 partners as explained in table 10.

**Table 10 – Budget from the European Commission for the different partners**

<i>Partner</i>	<i>Budget from the European Commission (Total-120,000 Euros)</i>	<i>Function</i>
INOVA+	40, 000 Euros	Coordination
IGC	30, 000 Euros	Lisbon activities
Oporto University	30, 000 Euros	Oporto activities

It is clear that these three entities had to search for opportunities to establish partnerships with the private sector to amplify the reach and impact of activities.

For that purpose and catching only the IGG example, we can easily prove that the value of the private sector in this event was important to ensure support, promotion and also to obtain funds for the scientific research fellowship that was created in this event.

Although the event has been only one day it had big costs involved. In the table 11 is shown the costs of the IGC.

**Table 11 - Shows the distribution of the budget from the European Commission to the IGC, one of the partners**

<i>COST CATEGORY</i>	<i>COSTS</i>	<i>EU Contribution</i>
<b>Personnel costs</b> (personnel specially hired for RN purposes)	1.500,00	
<b>Travel costs</b>	350,00	
<b>Consumables</b> (Consumables linked to the RN activities)	1.500,00	
<b>Subcontracted costs</b>		
Setting up and maintenance of the blog 'real time science diaries	2.000,00	
Fees of external communication/advertising/sponsorship agency (subcontracting)	500	
Organization of the "Walk for Science" event ( to the Sportis company)	15.000,00	
Technicians (sound and light)	680	
<b>Total</b>	<b>18.180,00</b>	
<b>Other Costs linked to the venue</b>		
Renting of premises/meeting rooms without services	6.400,00	
Equipment linked to the venue (e.g. light, sound, video) and hired without services linked	1.300,00	
<b>Total</b>	<b>7.700,00</b>	
<b>Indirect costs (7% Personal Costs + Travel Costs + Consumables + Other Costs)</b>	<b>773,50</b>	
<b>Cost by Partner</b>	<b>29.230,00</b>	<b>30.000</b>
	(30.003,5 with indirect costs )	

It is important to specify that the funding provided by the European Commission (EC. wasn't meant to cover all the costs of the event, as they promoted the interaction with private sector during the project. Therefore search for sponsorships and other forms of private support was an important step for the success of this initiative, to obtain funds for science research and was part of the practical part of this thesis.

We made a brief description of the support of RN by the private sector.

Several companies supported the event by either monetary support, support in kind or support of the activities during the event, as shown in table 12.

**Table 12 - Companies involved and type of support**

<i>Companies</i>	<i>Type of support</i>
Sapo	Merchandising for the event
Delta Cafés, Frida, Unicer and Biosphere	Food and Beverages
Clarke Modet & C° and PT Comunicações	Monetary support
Diário de Notícias	Media Communication
Sportis	Organization of the “walk for science”

Other kind of support was given by the general public that participated in the “Walk for Science”, a fundraising activity organized at this event, donated 10 Euros for the walk T-shirt. This activity raised 4500 Euros that were given to the APCL, to create a fellowship for scientific research in the area of the leukaemias.

The general public could also contribute by leaving donations by buying merchandising present in the event.

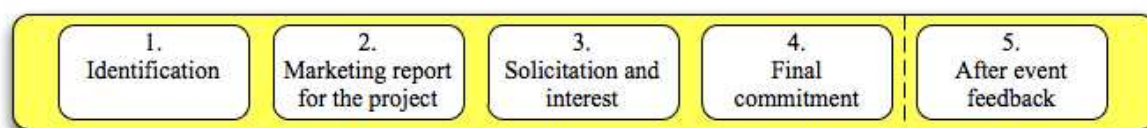
The evaluation of the impact of this initiative was also an objective of the Researchers Night project and is also presented at this thesis.

### 3.2. Methodologies used during this study

A mixed methodology with quantitative and also qualitative data was also used in our study. This makes our pioneering research as detailed and expanded as possible.

#### 3.2.1 Establishment of partnerships with the private sector

The process shown in Figure 6 was followed in the establishment of partnerships with the private sector that could support the event.



**Figure 6 – Process to contact potential donors for RN**

1. List of potential donors: companies already in contact with the partners and new companies that could be interested in sponsoring this event;
2. Contacts and presentation of the project to companies were made by email, fax, phone;
3. After the partners show interest in the project, a meeting was scheduled to discuss the details of the contribution of each involved part;
4. At the day of the event contact with the donor was established;
5. After the event a report about the event and acknowledgements were sent individually to each partner company.

#### 3.2.2. Instruments and Procedures

Our project activities had three different phases: public survey, companies' survey and last but not the least the PT direct interviews. These phases were separately analysed.

Table 13 synthesizes the research activities performed during this project. These will be detailed in sections 3.2.3 and 3.2.4.

**Table 13 – Project activities timetable**

	Activities	Duration
Public Survey	Preparation	July 2008 – August 2008
	Collection	26th September 2008
	Analysis	October 2008 – November 2008
Companies survey	Preparation	September 2008 – October 2008
	Collection	October 2008 – December 2008
	Analysis	January 2009
PT interview	Preparation	January 2009
	Collection	February 2009 – March 2009
	Analysis	March 2009

### 3.2.3 Elaboration and evaluation of surveys to participants and companies

Surveys for people present at the event were made to ascertain the participant’s opinions about Science, scientific events and science funding, and they were conducted face-to-face at the day of the event. Another survey was made to companies by email after the event, to evaluate their opinions about private funding of science and to get feedback from their participation at this scientific initiative. We intend to focus only in the companies present at the event, because they were the ones that shown more interest in this project and, as we are pioneering work, we found it to be more appropriate to focus on this smaller group. A transcription in the English language of the surveys presented to both participants and companies are included in appendix 1 and 2 respectively. The program SPSS (Statistical Package for the Social Sciences), version 16.0 was used for the statistical analysis of the survey results.

The main incentive for these surveys is to understand the motivations and the importance of science funding for the general public and for companies. This theme is yet unexplored and for this reason, this study is not fully conclusive about this topic. Nevertheless, this project provides important preliminary information about CSR and funding of science. For this reason, it offers some insights that can contribute to the development of future studies about this important topic.

In order to achieve the objective of this project, as described, we have done two surveys that allow us to answer some questions about the relation between science and both companies and the general public. After these two surveys, an interview was developed to one of the main partners of the event, as described in section 3.2.4.

### **3.2.3.1 Surveys Procedures**

In order to validate the data we collected, a discussion with Dr. Joana Soares from the Inova+ company was realized and some questions were reviewed, reformulated and ordered. These were then further discussed with other colleagues with different backgrounds, from the IGC.

For the survey to the companies, we carried out a brainstorming during a group meeting at the IGC. Nine members of the group participated in the analysis and improvement of the questions.

### **3.2.3.2 Surveys questions explanation**

We will present a brief explanation about questions, as a way to make clearer what our aims were in the first place.

The RN participant's survey is divided in five sections. In order to be coherent with the thesis objectives, we only focused on the first (socio demographic data), third (evaluation of satisfaction), fourth (potential impact) and fifth (financing and science) parts of the survey. This procedure was employed because the survey was made in a partnership with the company Inova+ that had different goals for this analysis, therefore a consensus was reached and questions that fit both parties' objectives were combined into a single survey.

In the first section we asked participants to provide socio-demographic details to establish the profile of the participants in the event. The third section, we sought to understand the level of satisfaction with the event, and also how general public evaluate the program of the activities. We believe this is an important section to be done, because Science needs to acquire and have access to the general public opinion, as a way to make improvements in future events and also because this target is considered important for the funding of science. In the fourth part we analysed the impact of the event's activities in the participant's views of Science and scientists. This is an important section because one of the aims of the event was to promote the approach of the general public to the scientific community.



The last section was designed to provide some data about the opinion of the participants regarding science funding in Portugal.

Regarding partner companies, their survey contained questions regarding their general satisfaction with the event, some details to establish the company profile regarding to previous contacts with the IGC or other scientific institutions. They were also asked about their knowledge of the tax benefits they could obtain from sponsoring Science related events and how they evaluated their relation with the IGC and feedback provided after the event.

#### **3.2.4. Elaboration of the interview to be made to a company (PT) that was substantially involved in the event**

An interview was made to Portugal Telecom, an important Portuguese company that participated in this event. The elaboration of this interview was made with the intention of better understanding the reasons why private companies think that is important to support science and scientific initiatives in Portugal, and also to understand how CSR is structured in the company. Our goal was to focus in this important company, because we believe that this is a good example of a company that invests some resources in CSR, and also because they were open and available to participate and to collaborate with this study.

##### **3.2.4.1 Interview procedures**

We had as an objective to enrich the results and to provide a practical case-study and a more concrete example of CSR and Science funding. We have discussed the structure and the formulation of the interview with the two advisers of this thesis. Before the interview itself, the questions to be asked were sent to the two selected interviewees for them to document themselves and be informed of the purpose of the study. Both interviews were recorded with permission.

##### **3.2.4.2 Interview explanation**

The direct interviews to Portugal Telecom were divided into two sections. The first section, from the questions 1 to 10, was concerning with the PT Foundation as these are questions

related with general CSR of the PT, and this Foundation is the department responsible for external matters. The second section, from questions 11 to 16 was concerning with PT department for internal CSR, that was directly involved in the RN project. The questions are related with their participation in the project and, with Science related social responsibility.

## Chapter 4 - Results

### 4.1 Evaluation of Surveys

#### 4.1.1. Statistical analysis of the general public surveys

When leaving the venue, participants were offered the possibility to answer our survey, on a voluntary basis. We obtained 129 valid surveys that were collected by three persons during the event and these responses were received through face-to-face contact (100%).

The survey was divided in 5 parts: socio-demographic data, type of participation in the event, evaluation of satisfaction, potential impact, financing and science.

Due to time limitations arising from the duration of the event, we only could obtain a non-probabilistic sample of convenient type, that is, the sample size was limited by the number of actual participants and also the good will of the participants to answer the questionnaire.

##### 4.1.1.1 Participant profile-analysis by Socio-Demographic characteristics

In this first phase we intend to study the respondent's profile. For this we used descriptive statistics to assess the professional situation, degree of education and age. This data helps to infer the profile of the participants at the event, and therefore the audience of the marketing initiatives of partner companies also present.

Frequency tables for each variable:

**Table 14 - Participants Professional Situation**

		<i>Frequency</i>	<i>Percent</i>
Valid	Unemployed	3	2,3
	Employee	60	46,5
	Student	44	34,1
	Self-Employed	11	8,5
	Retired	11	8,5
	Total	129	100,0

**Table 15 – Participants Education Level**

		<i>Frequency</i>	<i>Percent</i>
Valid	Basic/ Professional Education	45	34,9
	Degree or Bachelor	57	44,2
	Professional Specialization (Post Graduation)	7	5,4
	Advanced Formation (Master / PhD)	20	15,5
	Total	129	100,0

These frequencies (table 14 and 15) summarize the information obtained about the education level and professional situation. The majority (79,1%) of the participants in the survey have a degree or bachelor and a basic level of education, and they are mainly employees and students (80.6%).

**Table 16 – Participants Age Group**

		<i>Frequency</i>	<i>Percent</i>
Valid	11-18 years	27	20,9
	19-34 years	45	34,9
	35-64 years	52	40,3
	+ 65 years	5	3,9
	Total	129	100,0

An analysis of the frequency column shows that the class of older than 65 years is the one that presents the smaller percentage, in comparison the class ranging from 35 to 64 years presented the highest number of people, closely followed by the 19-34 age group. We can therefore conclude that young people are actively interested in this kind of events, matching the expected target audience for the event.

#### 4.1.1.2 Potential Impact

The following results analyse the impact that this event had among participants.

**Table 17 - Do you plan to participate in a future event?**

		<i>Frequency</i>	<i>Percent</i>
Valid	Yes	128	99,2
	No	1	0,8
	Total	129	100,0

**Table 18 – Did the activities contribute to an increased proximity between scientists and general public?**

		<i>Frequency</i>	<i>Percent</i>
Valid	Yes	118	91,5
	No	11	8,5
	Total	129	100,0

**Table 19 - Did the activities contribute to increase the recognition of scientist’s role in society?**

		<i>Frequency</i>	<i>Percent</i>
Valid	Yes	112	86,8
	No	17	13,2
	Total	129	100,0

According to the above results, we can conclude that the receptivity to this event was quite positive, and that most people (99.2%) expressed a wish to participate in further events of the same kind. Moreover, the objectives of the event were also met, as the majority of respondents recognize that the activities contributed to change the way researchers are seen by society.

In the survey 91.5% of respondents agree that these events help to approach the researcher’s to the general public, and in this way facilitate demystification and perception of researcher’s as common citizens. In addition, we can also observe too that the majority

(86.8%) have the same opinion about the meaning and the importance that researchers have in society.

The success of this event was also reiterated in a final open question that was made to respondents. We asked them to leave their suggestion for future events. The most frequent comments were: “original idea”, “to repeat for more years”, “to do in other places of the country” and “event should have more publicity”.

#### 4.1.1.3 Satisfaction concerning the activities of the event

At this part, the general satisfaction and the evaluation of the event’s activities by the respondents were thoroughly analysed. Beyond this, other evaluations were done other evaluations relating with the two previous questions concerning the educational level, as a mean of ascertain if there are discrepancies between the event satisfaction and literacy qualifications.

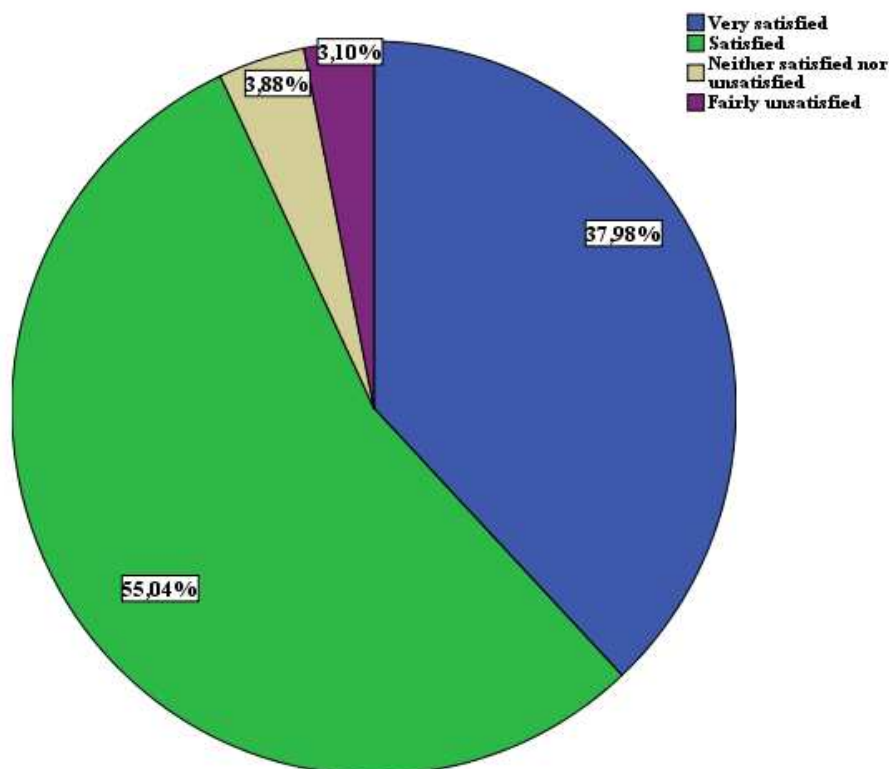
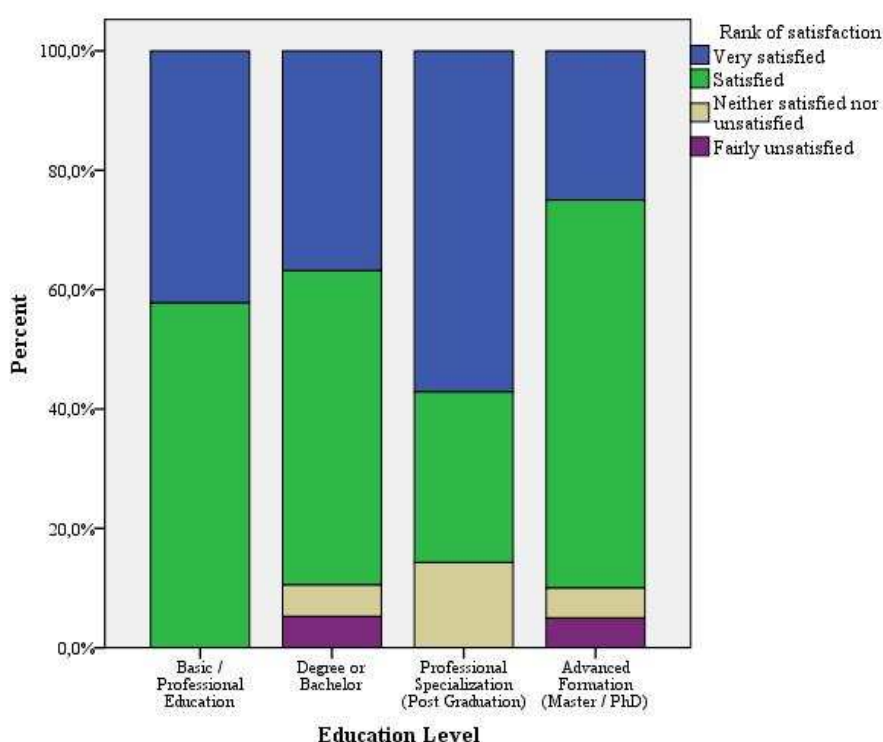


Figure 7 – Respondents’ satisfaction about the event

We can see in the above pie graphic that 37.98% were very satisfied and 55.04% of the respondents were satisfied with the event, making it a cumulative percentage of 93.02% of respondents that were at least satisfied with the event. Only 3.1 % of the respondents were fairly unsatisfied. The very unsatisfied class doesn't appear in the graphic because we had no answers.

With the aim of understanding the reasons behind the dissatisfaction, we did a comparison of the satisfaction rank with the education level.

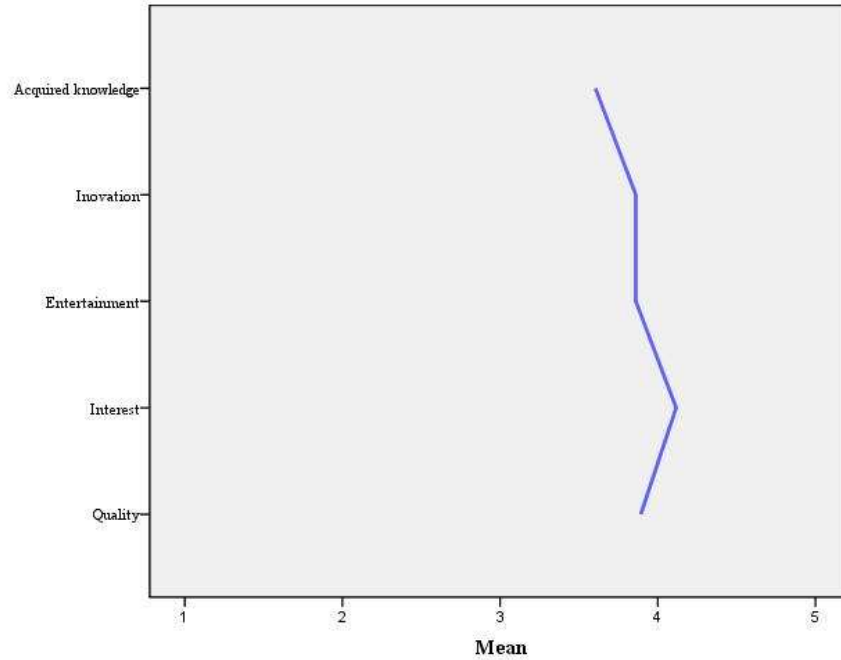


**Figure 8 - Comparison between the education level and the rank of satisfaction with the event**

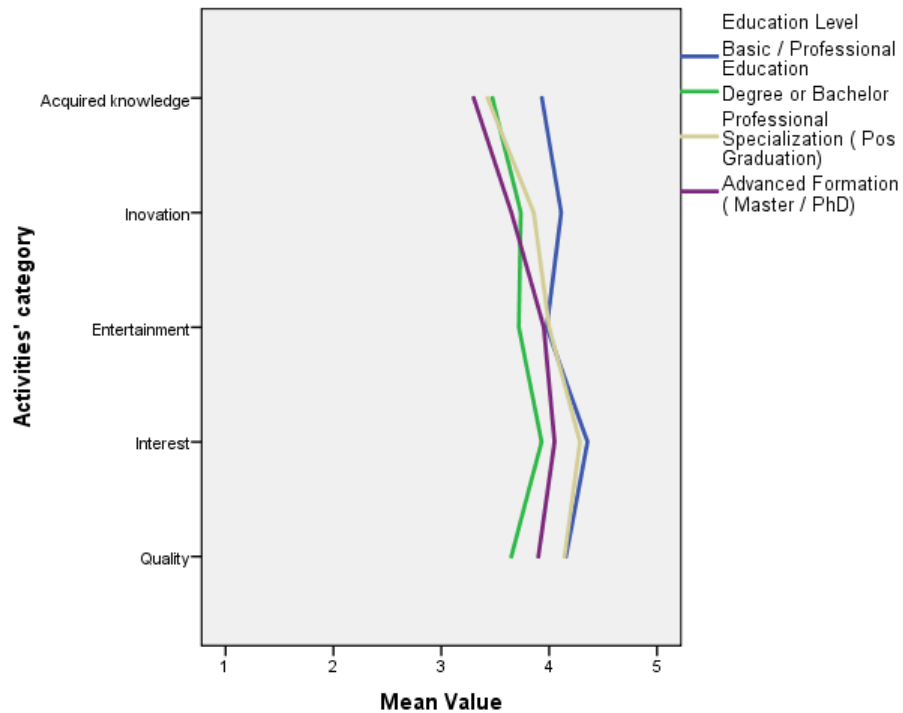
In any academic level, the satisfaction ranks that present a bigger percentage are the ranks of very satisfied or satisfied regarding the other options, and the number of degree/bachelor and people with advanced formation that answered that are dissatisfied or neither satisfied nor dissatisfied are similar.

Through the figure 9 we can see that the evaluation mean related with activities program that were built up for the event have the position between 3 and 4, in a scale of 1 to 5, where the number 1 signifies very weak, 2 weak, 3 reasonable, 4 good and 5 very good. The

dimension interest with the activities is the one that presents the higher mean, with a scale of 4. This could mean that the public is open and have curiosity with scientific subjects. In general, everybody consent that the themes offered have an immense interest and curiosity.



**Figure 9 – Global evaluation average of the event's activities in the dimensions quality, interest, entertainment, innovation and knowledge acquired**



**Figure 10 – Partial evaluation average of the event's activities in the dimensions quality, interest, entertainment, innovation and knowledge acquired related with Education Level**



We can see in the figure 10, that probably the reason for the existence of some dissatisfied of the two referred groups can be due to the situation that appears in the graphic, the absence of acquired knowledge during the event, maybe because they are inside scientific areas or because they are persons with an elevated cultural rank.

A big curiosity is that the persons with a basic educational level found that the event had a big interest, with a mean of answers between 4 and 5, and it is the class that more has learned, with a mean of 4. This is a big positive point because the event has intended to approach science to all.

#### 4.1.1.4 Funding of Science

In this part of the survey, some questions about science funding were explored. As show the tables below, descriptive statistics for the questions were performed.

**Table 20 – How should be the funding of science in Portugal?**

		<i>Frequency</i>	<i>Percent</i>
		1	,8
Valid	Mixed	111	86,0
	Private	1	,8
	Public	16	12,4
	Total	129	100,0

The results in table 20 suggest that the people surveyed find that it is important for science to have funding from both the public and the private sectors( mixed). A trend that is rising according with recent statistics from GPEARI/MCTES (<http://www.gpeari.mctes.pt/?idc=172&idt=149>) that showed that in 2007 the private contribution was bigger than the public one for the first time, in line with public opinion.

**Table 21 – Does private funding of science has any perceivable consequences in society?**

		<i>Frequency</i>	<i>Percent</i>
Valid	No	10	7,8
	Don't Know	29	22,5
	Yes	90	69,8
	Total	129	100,0

The majority of the respondents agree that the private funding for science, not only is needed but also it has a very positive consequence in society. In this way, social responsibility and the interest of companies supporting these social causes projects is well perceived and the people believe that this can really help society.

One of the main activities of the event was the “Walk for Science”, a fundraising initiative where participants could participation with a small donation (10€). The distance they walked on a treadmill was also converted into cash by Sportis, one of the partners of this event. The money raised through this activity( 4500€) was donated to APCL. To assess the availability of the participants to donate to science related causes, respondents were asked if they agreed with the value established for the donation.

**Table 22 – Do you agree with the donation for the walk?**

		<i>Frequency</i>	<i>Percent</i>
Valid	No	22	17,1
	Don't know	38	29,5
	Yes	69	53,5
	Total	129	100,0

The results of the survey show that most of the people (53.5%) agree that 10€ was a fair amount to contribute to this cause. If the majority of people agree that the contribution is fair, they are more likely to participate. This fact is extremely important as, for instance, at the UK, the individual donors are generally the ones that give more for charity. The reasons for the “No” answers are mainly from people that think that the amount for the donation is high and this could have restrained participation.

#### 4.1.2. Statistical analysis of the results from the companies present in the event

After the event, an email was sent with a small survey to the companies that were presented in this initiative. Of the 10 companies present, seven returned the survey (70%). The answers came from Delta Cafés, Diário de Notícias, PT, Clarke Modet, Cooking Lab, NaturaAlgarve and Biosphere.

##### 4.1.2.1 Event Satisfaction

This question analysed the company overall satisfaction with the event. Of the seven companies, five of them considered the event very satisfactory and the other two were simply satisfied. The other options were not chosen by the companies, as “neither satisfied nor unsatisfied”, “fairly unsatisfied” and “very unsatisfied”.

This could confirm that as the general public, the companies were enthusiastic with their participation in this uncommon event.

All seven companies that were involved in this event stated that they would wish to participate in similar events in the future.

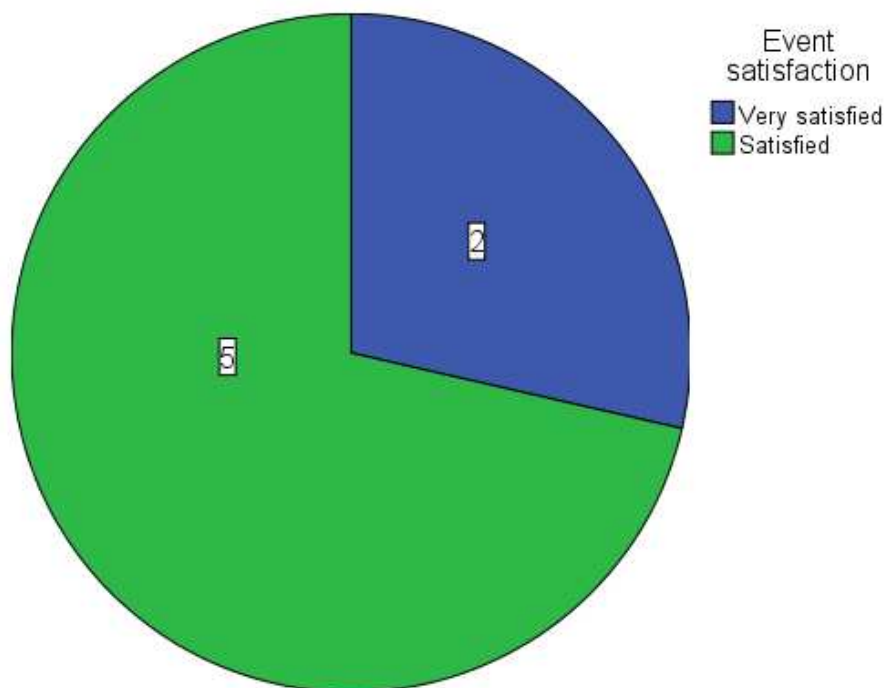


Figure 11 - Companies' satisfaction with the event, measured by the number of companies

#### 4.1.2.2 Sponsor profile

Although Science funding is still a relatively recent subject for companies in Portugal, during this specific event five new sponsors were obtained. Of the seven companies five of them had already participated in scientific events and four had previous connection with IGC to commercial and educational level.

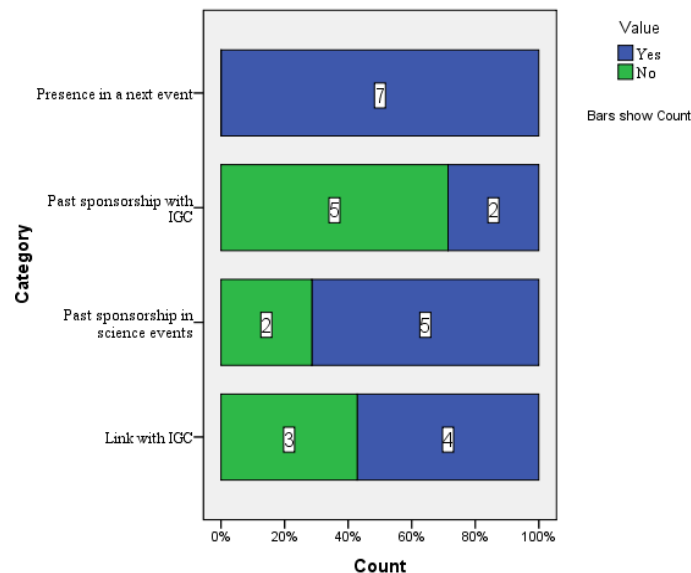


Figure 12 - Companies sponsorship profile, measured by the number of companies

#### 4.1.2.3 Benefits in sponsor a scientific event

From the business point of view, it is essential to have good expected outcome, for it to be advantageous to sponsor an initiative of this kind. For future science events it is important to fully understand the main reasons that encourage them to support scientific events so that we could approach companies with the rights answers for the questions that will certainly be raised.

In figure 13 are graphically represented the points that reach interest from companies to support the event.

The results show that these companies are essentially interested on the impact their participation in the event had in public opinion, as four of them answered that this was very important. Three of them also considered very important the development of a partnership with IGC.

The element considered less important at the survey was the tax benefits, a fact that is a surprising result. In the same survey it was asked the importance that companies gave to the scientific tax law. It is important to notice that three said that this fact was not important for their participation at the event and two answered that didn't know about the law.

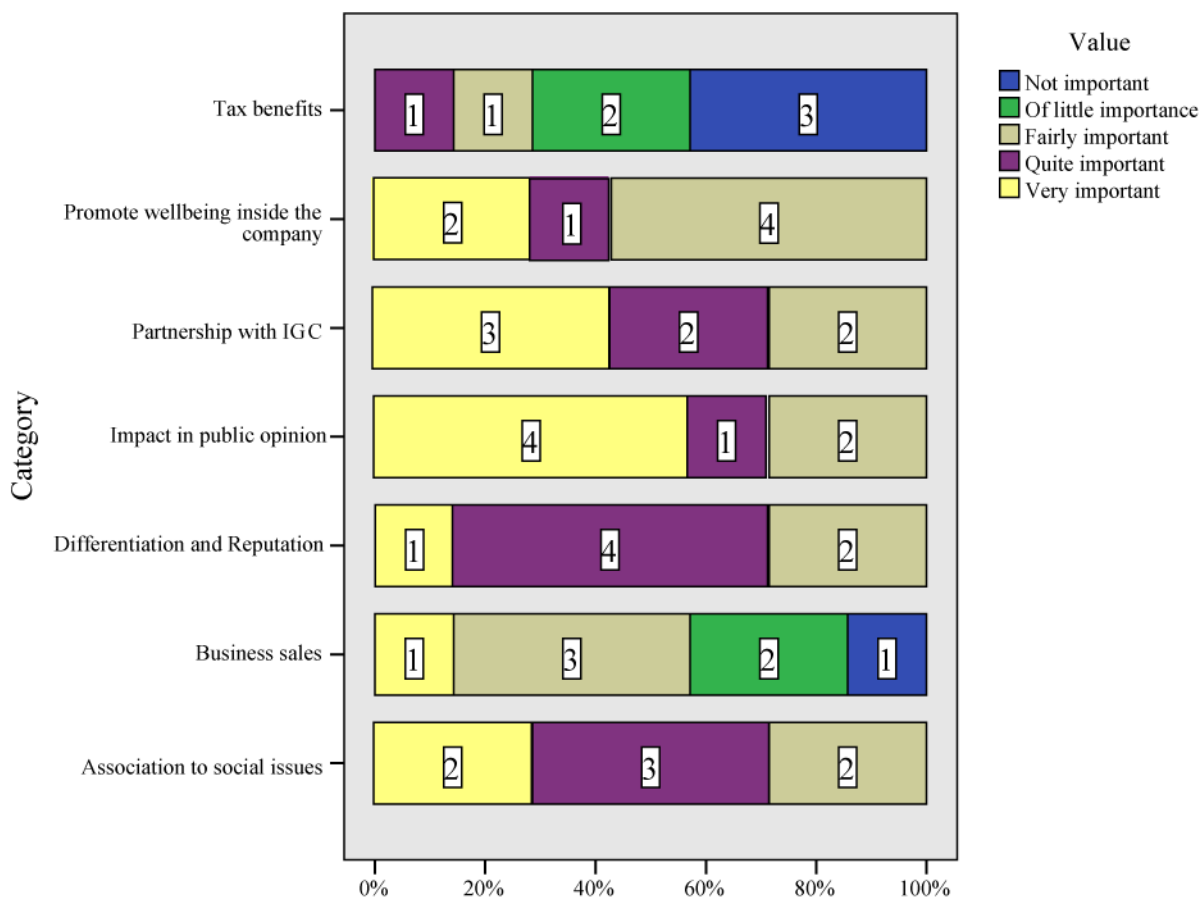


Figure 13 - Companies participation benefits in science related events, measured by number of the companies

In an open question we asked how, in their opinion, this type of events could contribute to the company's internal and external image. The following answers were given:

- To increase their brand image among the general public and also obtain more scientific relevance through the association with IGC;
- Good publicity for their corporate image;
- To be associated with quality and prestige, provided by the association with a scientific event;

- To promote their products and company, recently launched in the market;
- To have leisure activities for their employees and also to some of their primary stakeholders, as customers and suppliers;
- To have impact on society and to improve the way they are seen by the local community.

## 4.2 Company Interview

### 4.2.1 Case presentation – objective and methodology

In this part we intend to study the particular importance that PT group, one of the major sponsors of the event, gives to CSR in general, and the way how this is implemented in the group. This company was chosen because the Instituto Gulbenkian de Ciência had various contacts with PT in the previous years, showing that they already recognize the importance of supporting scientific development.

To provide a more detailed analysis on this point, two direct interviews were performed, one for each of the departments in the PT related to CSR both at the external and internal levels. One of the interviews was made to the PT Foundation in the person of Engineer Clara Cidade, with approximate duration of one hour. Subsequently, another interview was performed to PT group. This interview was of the utmost importance because this department was directly involved in the Researcher's Night event. This second interview, with Dr. Maria Manuela Guimarães had the approximate duration of two hours.

#### 4.2.2 Company presentation

The corporate social responsibility wing of the PT Group is handled by the Portugal Telecom Foundation, a non-profit private institution with public utility, which has as main objective to handle the external social responsibility of the entire group.

For the internal social responsibility for the all the companies of PT group there is another entity that deals with internal matters, the “social responsibility and support” group that appeared with this objective in the year of 2006. Beforehand, in the 1980s the Social Policy Group existed and dealt with both internal and external matters.

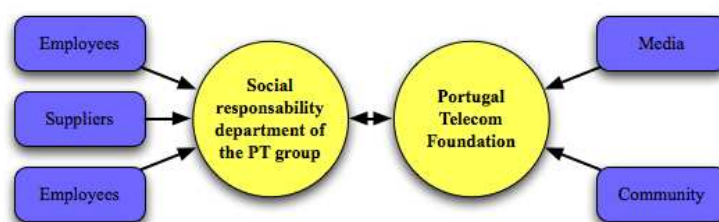


Figure 14 – Social responsibility division to PT group and PT Foundation

The PT foundation was created in 2004 as a recognition of the importance of social responsibility in the PT business. The main objective of the foundation is to develop community projects and to deliberate all the projects and matters with internal character.

There are at this moment about 20 people working in Portugal Telecom Foundation in the social responsibility area and 7 persons in Social Responsibility Group.

For Portugal Telecom, social responsibility is the respect for society’s values where it is inserted and it’s action is to contribute for a more knowledgeable society by promoting education, culture promotion, health, security and environment.

Portugal Telecom is a group of several companies while the PT foundation acts as a central point for all the social responsibility efforts of the group. The group is also extremely dynamic, in the interview we were informed that group will suffer new adjustments as of June 2009, and for this reason they didn’t have an updated organization chart.

As of November 2008, the group is composed by PT comunicações, PT prime, TMN, PT II, Vivo, PT Pro, PT inovação, PT Information Systems and PT contact.

### 4.2.3 Group Strategy

As it is clear from their organization, in the PT group, CSR is an integral part of corporate sustainable development strategy and therefore PT is involved in diverse initiatives with sustainable development concept. PT group divide social responsibility in three social areas: social, environmental and economic.

This sustainable development process is seen as a requirement for the company to be competitive in the long term. As said in the interview with the Engineer Clara Cidade, “There are still companies that didn’t realize the dimension of having a sustainable social responsibility politic, and they are only concerned with the immediate, easy and quick profit. The companies can give much more than money, namely by giving their contribution and know-how to the community. This strategy has a great value for the organizations, but has a small cost”.

To assess the effect of these measures in a clear and credible way, the company produces an annual sustainability report that is also evaluated by an independent external audit company.

PT sets their objectives before implementing their CSR projects, but there are inherent difficulties in measuring CSR efforts in external projects, as it is difficult to know how much tangible value these projects bring to the company.

For PT it is becoming more and more important to have reliable ways to measure the impact of their measures on the three areas where the company acts socially: social, environmental and economic. Therefore, the company is making an effort to improve their metric system.

At the moment, they have some instruments to evaluate and to be evaluated about their CSR initiatives. These will now be described, based on the information provided during the interview:

- Annual sustainability report since 2004 – this report is evaluated by an independent and extern company of PT group, with very tight metrics. This document is accessible in the internet for all the people that want to get information;
- The handbook “Comunicamos Sorrisos” is a document that is also available in the Internet and it is distributed a hard-copy only to the more important stakeholders or in important meetings. This book illustrates the PT involvement and what it means for the society and collaborators. There are already two editions, the first was in 2003 and the next it will be in the year 2011;



- On the external level, the company has diverse ways for checking the interests and needs of the community that is involved with the group, namely in meetings and with satisfaction surveys;
- Another way was the launch in July 2008 of the “wikicare”. This is an online space where the clients can provide the company with suggestions on how to improve and what they would like to have in the client support service;
- On the internal level, the company gives a great importance to collaborators. Since May 2005, PT group developed an Intranet place, accessible to collaborators, the “éPT”, because they believe that have internal communication is a support for business culture, knowledge, information and share, through newsletter, magazines, television and their internet portal, whose information is constantly updated. The system allows the company to receive feedback from collaborators and also give the opportunity to answer them. In this way it becomes a system in which the information is bidirectional. The company also carries out internal surveys and meetings to understand what should be improved.

Besides these huge initiatives, they have others such as, summer camp for young family members of collaborators, professional formation program “Campus PT”, health protection of collaborators and the families, the “PT ACS” and even “Clube PT” an initiative that aims for a better use of free times.

PT Group is actively involved in areas such as sport, education, culture, health and more recently in promoting science as well. In the science field they have established partnerships as partially funding during seven years a PhD program at the Instituto Gulbenkian de Ciência (<http://bc.igc.gulbenkian.pt/pdbc/>). They are also collaborating in the GripeNet project (<http://gripenet.pt/>) at IGC, funding lab open days and they were present in the science event last year, described in this thesis (Researchers’ Night) with monetary support and also with support in kinds.

Regarding this event, I was informed during the interview that the company carried out an internal satisfaction survey, which showed this initiative with a high satisfaction rate. Being a company with a strong association with the new technologies, they have big advantages to form an alliance with scientific projects. These can be:

- Collaborators' satisfaction and the increase of culture in areas that are unknown. In this way, the company promotes that the employees are one step ahead of the competitor's employees;
- Collaborators want different activities and occupations;
- Tax benefits with the scientific patronage law;
- Possible future synergies in the application of scientific research in telecommunication area and vice versa;
- Company diversification in non-common areas, so they can have an opinion and knowledge of all;
- To be associated with the IGC, one of the most renowned science institutes in Portugal;
- The science is a mean to reinforce the corporate reputation and image because as the culture is an area with social prestige;
- The science contributes to a better quality of life in the community.

As possible disadvantages found were the possibility of inducing some kind of apathy by the employees for these types of CSR activities and if there is lack of perception of the impact this has in the community.

The point of view of the company in relation to sponsoring Science is that this type of partnerships only can bring benefits for the Science development while promoting the company. As advantages for Science we have:

- It approaches Science of "lay persons" and it does also contribute to change the view that science is an airtight container;
- To spread Science in a big company and the name of the institute;
- To receive funding for Science activities or research;
- Partnership maintenance for future contacts with the company and partners.

In the interview it was also asked what they found to be the major obstacles for the companies to include Science in their priorities. Some possible difficulties can be:

- Difficult to reach companies due to the existence of a gap between Science institutions and companies;
- Science funding is not included in the common standards of the companies;
- Unfamiliarity with the tax benefits law "Lei do Mecenato Científico".

#### 4.2.4 Strategies to promote a high private contribution to science

Science has to give projects and ideas that can meet business needs and in this way to increase the partnerships, because they are depend on funds from different types of donors. In this way they have to manage donor expectations, to better reach their priorities. This section presents some initiatives to motivate the increase of private funding for Science that can surpass the issues raised during the interview with PT.

1. Mention of the strategic advantages for companies to fund science:
  - Emphasize the importance of science in community and the necessity to retain Portuguese talents and to have better resources for Portuguese Scientists to be able to compete with foreign ones.;
  - Inform the companies about the scientific tax law and the advantages;
  - Inform the companies and general public about science projects, on website, newsletter, meetings and email;
  - Inform the companies about all the possible forms of science sponsorship, as there is still the idea that only financial support makes a difference.
  
2. Scientific institutions should approach Science to companies by:
  - Organize visits and invite business people to see the institute to show what is done there, in a way to get the two parts closer;
  - Organize some original meetings and talks in companies with scientists;
  - Promote the science in the companies, through the IGC merchandising products;
  - Science institutions have to develop business competences, as a way to be more efficient on asking funding with companies and explaining their projects. They have to ask to Portuguese business schools or some companies to offer them some training in marketing and management matters.

## Chapter 5 – Discussion

In line with the aims of this work, we developed, implemented and analyzed an event actively involving CSR applied to Science funding.

It is our hope that the results presented in this thesis contribute to better understand the process of privately funding science, from the perspective of the scientific institutions as well as the sponsoring companies.

The IGC is a peculiar scientific institute, because the funding is provided by the Gulbenkian Foundation, as well as by public funding. It is important to clarify where the raised funds can be used, as companies are not happy to sponsor unless they think their contribution will actually make a difference.

IGC is attractive to many companies because it has, in recent years, obtained an excellent reputation both nationally and internationally. As we have observed in the results of the companies surveys, many consider the prestige of the IGC one of the motivations to sponsor the event.

The goals of the event were far vaster than raising money for APCL. The event had a strong educational component, for people of all ages that wanted to learn more about science and the scientific process. Most of the participants were satisfied with the event and felt that their perception of scientists was changed by participating in the event.

Albeit being a successful event, it did not please everyone. A small percentage of participants with higher educational levels were unsatisfied by the range of activities provided. We can only speculate about the real reasons behind their disappointment but this was probably because they expected something different for the event. As a pilot study, we know that there is still a place for improvement, namely by expanding the set of available activities to appeal to a wider audience.

These activities are of extreme importance to the public as they can influence the career choice of young people or even more important, change the public opinion about scientists and the way science progress is obtained and can be important for society.

Regarding the money raised during the event, it is our conviction that supporting an association related to leukaemia, a prevalent kind of cancer, attracted many donors that were either directly or indirectly affected by the disease. Generalizing the concept, it is important that the participants and donors feel connected to the cause they are supporting, and in this way they will be more keen on sharing.

It also contributed to the success of the event the good atmosphere during the event. The event would have been impossible without the help of several volunteers, that the organization asked to be scientists or related to science, In this way the public interacted with people that had a wider range of science related careers and had a better notion of what science is about.

Since science is only one of several possible targets of CSR initiatives, it is important to understand the global motivations of the companies that supported the event. The contribution of PT was inestimable both in support to the event and also in the analysis of the impact of the event.

Assessing the impact of these initiatives is not always easy. Currently, CSR reports are mostly focused on the positive impact of the initiatives performed by the company disregarding any possible negative effect of their actions, thus giving a biased view of reality. On the other hand, finding the right metrics for evaluating and quantifying the return of investment in these situations is hard. Even PT, one of the companies with one of the most advanced CSR departments, is striving to find the appropriate quantitative metric as the qualitative metrics they are using don't always give clear results to justify the investment made. This is an area that is of the utmost importance because only when there are unquestionable results about the benefits of supporting Science are known, will the more conservative companies start sponsoring events of this kind.

For future studies we think it would be interesting to make a more deep study about the CSR in Europe as a way of obtaining a good perspective of what it is being done at a more global way, as well as about the differences and similarities between each country, and what is the way to implement some good ideas to the Portuguese reality.

Other idea for the future would be to study the CSR strategies of other big companies in Portugal. This could allow comparing the different CSR strategies in the biggest Portuguese companies. It's important to identify if they are available to collaborate only in projects of the core business area or in diverse areas, and identify in this two different approaches who can receive more with their participation, the company or the collaborators.

Following the same idea but in the science side, it would be attractive to study the evolution of the private investment in the Portuguese scientific institutions and analyze the individual

strategies of funding, in a way to get a sustainable and common model possibly integrating ideas from other European institutions.

To ensure further strengthening of bonds between companies and scientific institutions organizing this type of events, it is easier for the companies to know what they can achieve with their support and what science institutions can offer them. This information will, in the long run help both of the parties. For institutions it's necessary to be clear about the type of project, the organization structure and what kind of support they are expecting from companies.

The established relations in this event will be maintained, offering continuity and evolution of the model implemented in this event to future projects. It has a big interest for the companies as a way to adopt this kind of initiatives in the future and for other Portuguese scientific institutes to be aware of the success these kinds of initiatives can have.

The best way to improve the science relationships with the general public and with the business sector is through a process of communication and open sharing of information. They have to understand the role of these events as a mean of highlighting the importance of their contribution for the development of the community, and to promote the idea that science has to be included in more CSR programmes.

## Chapter 6 – Conclusion

During the literature review, certain aspects of CSR were raised, like the importance of having a defined strategy and the need of directly approaching social areas, which really contribute to the wellbeing of the local communities. The main results show that this aspect is well perceived by the companies that participated in the event analysed during the project described.

One of the interesting challenges set by the European Commission, and achieved by the organizers of the event, was the diversification of the funding sources. This uncommon event in Portugal had almost all the possible types of funding: public funding by the European Commission, general private funding through the fundraising initiatives and private funding provided by partner companies.

The opinion of the sampled participants of the Researcher's Night 08 suggests that people expect private funding to play an important role in the development of science, confirming it is a good target for CSR initiatives.

From the direct interview we can conclude that the PT group has already a well defined CSR strategy. The reach of their support spans almost all social areas, with a well specified internal policy about their participation in community projects.

The partnership between the PT group and the IGC began in 2005, and since then, they given more and more importance to Science and they have reinforced their connections with scientific projects. This demonstrates the importance of having specific goals and working in a truly bidirectional way so that the impact of their activities is maximized.

In times of economic turmoil it is easy to neglect funding for some areas that don't necessarily give easily perceived short term benefits to society. Nevertheless it is essential for the competitiveness of Portuguese Science, and in the long run, to the quality of life of the general public, that Science in Portugal does not run out of funding.

The conclusions of this study support the idea that private companies can have a big impact in this matter. The role of companies in this process doesn't have to be a unilateral contribution. Companies can benefit from an increased visibility and positive feelings among their employees.

Some companies like the PT, already have a CSR strategy that includes Science funding. The results of the companies' surveys show that there is still work to be done, especially in informing possible sponsors of the impact and benefits that they can achieve.

Despite of the Science not being generally regarded by Portuguese companies as a social area to support, we see that the satisfaction degree among partner companies and participants from the general public was high, and both parts are interested in participating in similar events in the future.

We hope that the results from this work encourage the development of this fundamental area by demonstrating with a successful practical example what can be achieved. Companies can benefit from the assessment of public opinion in regard to private funding of Science, while scientific institutions can implement the fundraising strategies outlined in this work to more easily reach their objective.



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## Appendix

### Appendix 1: RN Survey

- PARTICIPANT SURVEY -

**NOITE DOS INVESTIGADORES 2008 – ScientistsAcrossPortugal**

**26 DE SETEMBRO DE 2008 – LISBOA, PORTO E MATOSINHOS**

We kindly ask you to fill in this survey regarding Noite dos Investigadores 2008, the data collected will be used to analyze the impact of the event and to assess how the event related with your expectations. All the data collected is confidential and the surveys can be left anonymous.

Instructions: For each question, tick the option that better reflects your opinion. Thank you for your collaboration!

**Venue where survey was made**

Lisboa	CAUP	Marginal de Matosinhos
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- A. Socio-demographic Characteristics -

<b>Gender</b>	Male <input type="checkbox"/>	Female <input type="checkbox"/>			
<b>Age Group</b>	6 – 10 years <input type="checkbox"/>	11 – 18 years <input type="checkbox"/>	19 – 34 years <input type="checkbox"/>	35 – 64 ayears <input type="checkbox"/>	+ 65 years <input type="checkbox"/>
<b>Place of Residence</b>	_____ (County)				
<b>Nacionality</b>	_____				
<b>Qualifications</b>	Basic/ Professional Education <input type="checkbox"/>	Degree or Bachelor <input type="checkbox"/>	Professional Specialization ( Post Graduation) <input type="checkbox"/>	Advanced Training ( MSc / PhD) <input type="checkbox"/>	
<b>Professional Situation</b>	Student <input type="checkbox"/>	Unemployed <input type="checkbox"/>	Employee <input type="checkbox"/>	Self-Employed <input type="checkbox"/>	Retired <input type="checkbox"/>

- B. Type of participation in the event-

<b>Time of day</b>	_____					
<b>Duration of the visit</b>	_____					
<b>Type of visit</b>	Individual <input type="checkbox"/>	In family <input type="checkbox"/>	With friends <input type="checkbox"/>	School <input type="checkbox"/>	University/Institute <input type="checkbox"/>	
<b>How did you know about of the event?</b>	TV <input type="checkbox"/>	Radio <input type="checkbox"/>	Journals/ Magazines <input type="checkbox"/>	Internet <input type="checkbox"/>	Friends/ Family <input type="checkbox"/>	Other <input type="checkbox"/>



4. Would you participate in this event next year?

Yes  No  Justify: \_\_\_\_\_

**-E. Science Funding (optional component) -**

1. What is your opinion about the science in Portugal?

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2. In your opinion, how do you think Portuguese science should be funded?

Public  Private  Both

3. In your opinion, do you consider that science funding by private companies has a positive impact in society?

Yes  No  Don't Know

4. Do you think that the donation for the walk is adequate?

Yes  No  Don't Know

Why? \_\_\_\_\_

5. What companies do you associate with this event?

**Inova+**

**Sapo (PT)**

**Unicer**

**Delta**

**Sportis**

**Frida**

**Biosphere**

Suggestions and comments:

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Name (optional): \_\_\_\_\_ Email (optional): \_\_\_\_\_

THANKS FOR YOUR COLLABORATION!

## Appendix 2: Companies survey

### - COMPANIES SURVEY -

NOITE DOS INVESTIGADORES 2008 – Scientists Across Portugal

Name of the company \_\_\_\_\_

Business Area \_\_\_\_\_

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**1. How does the company evaluate the event in regard to satisfaction level?**

<u>Very satisfied</u>	<u>Satisfied</u>	<u>Neither satisfied nor unsatisfied</u>	<u>Unsatisfied</u>	<u>Very unsatisfied</u>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. Would the company participate in a future event of similar nature?**

Yes     No     Justify: \_\_\_\_\_

**3. Has the company sponsored any others scientific events?**

Yes     No     Which: \_\_\_\_\_

**4. Has the company sponsored IGC before?**

Yes     No     In which context: \_\_\_\_\_

**5. Does the company have any connection with IGC?**

Yes     No     Which: \_\_\_\_\_

**6. How do you evaluate the benefits, for the company, of sponsoring a scientific event?**

	<u>Not important</u>	<u>Of little importance</u>	<u>Fairly important</u>	<u>Quite important</u>	<u>Very important</u>
<u>Business Sales</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Association to social issues</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Differentiation/Reputation</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Tax benefits</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Promote wellbeing inside the company</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>impact in public opinion</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Partnership with IGC</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Promotion of the company</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**7. How can these events contribute internally and externally to the company's image?**

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**8. What importance do you attribute to the scientific sponsorship law (Law 26/2004, from 8th of July) to your participation in this event?**

- It was decisive to our participation
- It's not relevant, we would have participated either way
- Not familiar with that law

**9. Is it common for the company to be involved in social responsibility initiatives?**

Yes       No

**10. If you answered affirmatively to the previous questions, please specify in which area(s)?**

<u>Culture</u>	<u>Health</u>	<u>Sport</u>	<u>Education</u>	<u>Science</u>	<u>Social Causes</u>	<u>Others</u>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11. How do you evaluate the feedback provided by the IGC after the event?**

<u>Extremely poor</u>	<u>Poor</u>	<u>Reasonable</u>	<u>Good</u>	<u>Very good</u>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

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**THANKS FOR YOUR COLLABORATION!**



### Appendix 3: Interview IGC

1. What are the main ways of IGC funding?
2. What are the ways that companies can give to IGC?
3. What are the strategies that IGC use to appeal for different types of funding?
4. Are there any other forms/measures that IGC use to increase private funding?
5. How many business partners did IGC has a relationship in 2008?
6. How many of these business partners were new for IGC in 2008?
7. How relevant is science communication and outreach to the IGC?
8. Do you feel that the amount o funding for the institute is perceptively affected by its public visibility?
9. Which communication activities were implemented at the IGC in the last two years?
10. How difficult is it to explain to possible investors the benefits of supporting IGC?

## Appendix 4: Portugal Telecom direct interview

*Number of employees in the area of social responsibility:*

*Job position of the interviewee:*

*Number of years in the company:*

### **General Questions:**

1. What is your personal definition of Corporate Social Responsibility (CSR)?
2. What importance is given to CSR in the company?
3. Has the company implemented any type of metrics to assess the success of this type of initiatives?
4. Did the company previously define the objectives to achieve? Did the results surpass the objectives?
5. Has the company perceived any type of disadvantage of these social responsibility initiatives? How you qualify the return of investment for the company in these initiatives?
6. What are the phases of the planning process that you take inside the company to begin a social responsibility project?
7. What are the communication strategies that the company uses to communicate with the market? What is the paper of social responsibility in these types of initiatives?
8. What is the importance given to each stakeholder when planning CSR activities and what are the tips taken for this group?
9. What are the social areas that are privileged for your social responsibility strategy?
10. a) In the specific case of social responsibility for science projects, which are the advantages and disadvantages that the company could retain?
  - b) Are they different when compared with other projects?
  - c) What do you want to obtain in return when sponsoring this type of science events?
11. What was the reason that did the company participate in our event “Researchers’ Night 2008”?
12. Is it common to have investments associated with scientific causes?
  - 12a. If yes, give examples.
13. How do you see this kind of partnerships in the future?

**14.** Can you give some project examples taken by the company in other social areas?  
(Excluding Science)

**15.** What is the target that you want to reach with these scientific events?

**16.** What do you think will be the main difficulties encountered by companies that do not have Science in their CSR strategies?

## Appendix 5: Summary Costs per partner

### SUMMARY PER PARTNER:

<b>INOVA+</b>	<b>Management</b>	<b>Other costs</b>	<b>TOTAL</b>
Personnel costs	9.350,00	31.450,00	40.800,00
Subcontracting	0,00	4.000,00	4.000,00
Other direct costs	0,00	2.191,00	2.191,00
Indirect costs	654,50	2.354,87	3.009,37
<b>TOTAL</b>	<b>10.004,50</b>	<b>39.995,87</b>	<b>50.000,37</b>
<b>UPIN</b>	<b>Management</b>	<b>Other costs</b>	<b>TOTAL</b>
Personnel costs	1.000,00	16.509,00	17.509,00
Subcontracting	0,00	10.500,00	10.500,00
Other direct costs	0,00	720,00	720,00
Indirect costs	70,00	1.206,03	1.276,03
<b>TOTAL</b>	<b>1.070,00</b>	<b>28.935,03</b>	<b>30.005,03</b>
<b>FCG-IGC</b>	<b>Management</b>	<b>Other costs</b>	<b>TOTAL</b>
Personnel costs	0,00	1.500,00	1.500,00
Subcontracting	0,00	18.180,00	18.180,00
Other direct costs	0,00	9.550,00	9.550,00
Indirect costs	0,00	773,50	773,50
<b>TOTAL</b>	<b>0,00</b>	<b>30.003,50</b>	<b>30.003,50</b>

### TOTAL COSTS FOR THE PROJECT:

	<b>Management</b>	<b>Other costs</b>	<b>TOTAL</b>
Personnel costs	10.350,00	49.459,00	59.809,00
Subcontracting	0,00	32.680,00	32.680,00
Other direct costs	0,00	12.461,00	12.461,00
Indirect costs	724,50	4.334,40	5.058,90
<b>TOTAL</b>	<b>11.074,50</b>	<b>98.934,40</b>	<b>110.008,90</b>